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CIA CAREER COUNCIL

5th Meeting

Friday, 19 November 1954

11:00 a.m.

DCI Conference Room

Administration Building

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CIA CAREER COUNCIL

5th Meeting

Friday, 19 November 1954

11:00 a.m.

DCI Conference Room

Administration Building

Present

Harrison G. Reynolds
AD/P, Chairman

Robert Amory, Jr.
DD/I, Member

[REDACTED]
DD/TR, Alt. for D/TR, Member

25X1A9A

Lyman B. Kirkpatrick
IG, Member

[REDACTED]
AD/C, Member

25X1A9A

[REDACTED]
C/DDP/ADMIN, Alt. for DD/P, Member

25X1A9A

Lawrence K. White
DD/A, Member

25X1A9A

[REDACTED]
Acting Executive Secretary

25X1A9A

[REDACTED]
Reporter

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. . . The 5th Meeting of the CIA Career Council convened on Friday, 19 November 1954, at 11:00 a.m., in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds, Assistant Director for Personnel, presiding . . .

MR. REYNOLDS: When we had our meeting of the Selection Committee, which this Council approved, we discussed these candidates for the Armed Forces Staff College and the Harvard University Advanced Management Course.

25X1A9A MR. [] Could I ask that we go down this list and take the one for Harvard when we come to that one?

MR. REYNOLDS: There was a little misunderstanding because we didn't get into this question of criteria until we were all through with our business, and then it came up and we had an informal discussion which was recorded as being a formal discussion. There was no particular problem connected with the selection of [] for the Armed Forces Staff College. He seemed to be the

25X1A9A obvious candidate, because [] from ORR was very young, and since the lowest rank at the college is usually a Major, we thought he could wait a few years before he went there. He is a very able young man, however. His testimony before us indicated that he was certainly a potential candidate for future education.

When it came to the question of the other two -- Mr. Helms wishes to be in on this, but I will give you a preliminary fill-in -- we discussed very carefully the three candidates. We discussed Mr. [] of TSS who also 25X1A9A made a very excellent impression on the Committee, but he had not been in the Agency long enough to be thoroughly indoctrinated into Agency practices, and since that Harvard course is one in which the man represents the Agency just as much as what he gets from the teaching that he absorbs, we felt it was better to take someone who had been in the Agency longer - so we eliminated him. We 25X1A9A kept no minutes but it is my memory that Mr. [] was given the first choice because of the fact that he had had a lot of experience with the Agency, had been an excellent man, performed his duties in an outstanding manner, and that 25X1A9A it was a very close thing between him and Mr. [] but that, subject to the approval of this Board, [] was the one that we had selected. 25X1A9A

. . . Mr. Amory joined the meeting . . .

MR. REYNOLDS: Do you want to start any talk on him?

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25X1A9A

MR. [] Dick asked especially to be heard on this particular subject.

MR. REYNOLDS: I would like to go, then, until Dick gets here, to
 * Item 4 on the agenda. These are two criteria papers which have been approved by the CIA Selection Board. They were changed at the end at the request of Training to make types B and C mandatory from Security and Medical. Medical Staff agreed that they would do that and see how it worked but they reserved the right to request that it be changed to non-mandatory for Medical if it didn't work, if the load on them was too heavy. We had figured that Distribution A was the proper distribution for this. I would like the opinion of the Council as to whether we should widen this further.

25X1A9A

MR. [] Distribution A, plus the Panels of Examiners.

25X1A9A

MR. WHITE: "A" goes to?

25X1A9A

MR. [] Down to Area Division.

[] I have discussed this with my people, some of whom felt that every individual who was being passed on should have a copy of it. I thought there was a security risk in having that number of sheets out, even though it was classified, of it leaking to some of the columnists, or worse. And the procedure I applied to my Office is to give it to the Division and Staff Chiefs, then hold a meeting of the Branch Chiefs of each one of the Divisions and brief them and ask them to brief the people they are rating. But the actual number of copies that would go out would be one to each Division Chief.

MR. WHITE: There is one distribution that requires that it go to the Division Chief and on to the Branch Chief who is responsible for having people under his supervision read it and initial it. I think the principle is quite sound--

25X1A9A

[] This just held it down a little more.

MR. REYNOLDS: Are there any other opinions on that or should we leave it at Distribution A and the Panels of Examiners?

25X1A9A

MR. [] Mr. Reynolds, it has been suggested to me by various persons that they felt that everyone should have an opportunity to know the criteria that are being employed in their selection for membership in the Career Staff. Would you feel that it might be appropriate to take a portion of the Staff Studies, as opposed to the whole Staff Study, for distribution,

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possibly, to everyone?

25X1A9A

MR. WHITE: Well, under [] suggestion everyone will read it.

25X1A9A

[] But they won't have a copy to take home or leak to the press. I thought the criteria was the important thing here, plus the 3 categories of recommendations, A, B, and C, and that each individual should know that is the procedure that is being applied.

MR. WHITE: I agree.

MR. AMORY: We could give that orally.

MR. WHITE: They can read it and initial it.

MR. KIRKPATRICK: You get fewer kickbacks that way. If their initials are on a paper they are a lot less likely to say, "I didn't understand it."

25X1A9A

MR. [] Do you think that is a practical way to get it down to the working level of all of the people?

MR. KIRKPATRICK: I don't know how practical it is, but I think from 25X1 the point of view that we want to restrict the number of copies around. it is

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25X1A9A

MR. AMORY: I have a substantive point. Are we ready for those?

25X1A9A

MR. REYNOLDS: On the criteria?

MR. Excuse me, I would point out about the number of copies for distribution that a number of offices will have to have one copy among several hundred people, and that is a difficult problem. I would say the distribution should be restricted to Distribution A but with more copies, to be kept under the control of the recipient.

25X1A9A

MR. Or your distribution might be based upon the branches in a Division.

MR. REYNOLDS: Is that satisfactory?

Did you have a substantive question, Bob?

MR. AMORY: Yes. Turning to page 4, the next last sheet before you, Type B has caused an awful lot of trouble in at least one of my offices, and most of the others don't like it, particularly. They feel it's going to be a wide open door for buck-passing, that the easiest way an AD can protect himself against any guy turning out to be a lemon is to put some kind of a qualification on it, such as, "I believe this man is qualified but he has been a little slow to master the problems" - or something like that. I can see the need for the second part of it, the recommendation that action be deferred, and the reasons therefor, but I wonder what we gain by the first line? Why couldn't we just say: Type B - Recommend that action be deferred?

25X1A9A

My feeling is I don't want to say he is unqualifiedly recommended, and I am not going to say that. I am going to say,

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"As far as the evidence available to me is concerned - the performance in his job and according to the testimony of his supervisor - I consider him qualified."

MR. AMORY: Is that an A or a B?

25X1A9A

[redacted] That is an A.

MR. KIRKPATRICK: It's a brave man that puts out an unqualified recommendation.

MR. AMORY: Why not strike the "unqualified" from the first one and say: "Recommend for Career Staff." And then, "Recommend deferred action" and the reasons therefor. Stockpile the adjectives.

MR. KIRKPATRICK: Have these all been disseminated anyway?

25X1A9A

MR. AMORY: It's because of that, and, particularly, [redacted] said, "I know what is going to happen, the buck is going to be passed to three men who don't know these individuals and they are going to have to look at weasel words and interpret what was in the mind of the supervisors."

25X1A9A

[redacted] The first one is an unqualified recommendation.

MR. AMORY: An operational document, though, is an order to the platoons.

MR. REYNOLDS: It's a Staff Study. This was hasseled out in, I guess, about five meetings, to get it in this form.

25X1A9A

[redacted] It was my recommendation that we not distribute these Staff Studies but that we just take the criteria and procedure of operations and put that in another paper. But they have been distributed?

MR. REYNOLDS: They have been distributed as a Staff Study.

MR. [redacted] And, in effect, as action papers now.

25X1A9A

25X1A9A

MR. [redacted]: What has the distribution been?

MR. [redacted] Distribution A and the Panels of Examiners. There are about 30 people in Distribution A.

MR. REYNOLDS: Well, the Selection Board can meet on that again and consider it again.

MR. AMORY: Do we have the final authority on this?

MR. REYNOLDS: This Council has the final authority. What is the pleasure of this Council?

MR. KIRKPATRICK: Well, if we're going to correct it, let's correct it.

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MR. REYNOLDS: What is your wording now?

MR. AMORY: Strike the word "unqualified" on Type A, and strike the whole first line of Type B, and the "or", and just say, "Recommend that action be deferred" and the reasons therefor. And strike the "unqualified" in Type C.

MR. [] I think this is going to cause a lot of confusion. The three types emanated, initially, from [] Originally it had been a sort of black and white affair, to either recommend or not recommend, and it was Gordon who thought we should have a "gray" area as well as the black and white; therefore, the wording is actually his, as adopted for this Staff Study. It has gone to the Panels of Examiners and to Distribution A, and they have been asked to act on it pending publication of whatever portions of this would be published. There has already been a great amount of delay and we have had to send back some 1200 applications we had already received. So it seems to me it would not only be confusing but it would perhaps tear down what we are trying to do, which is to get this thing going.

MR. KIRKPATRICK: Then why does it come to the Career Council at this late date?

MR. [] It came here primarily because we wanted to try to get a decision as to what portion of these studies might be published for wider distribution than Distribution A and the Panels of Examiners.. Regulation [] calls for the selection criteria to be established by the Selection Board, not by this Council, although this Council consists of members of both the Selection Board as well as the Council and, I assume, has authority overriding that of the Selection Board, although I doubt whether you would want to do that.

MR. AMORY: It does seem to me if you start anything as novel as this, and this is really unique in the whole history of government and unique in the Agency, to think that you are going to do it perfectly the first time is being unrealistic about it. I mean, now right here on this, and I am taking the hypothesis we agreed that this would be better, I don't think there's any administrative problem, and qualified recommendations will be considered; but this is shutting the stable door before the horses are all gone, before the top board is swamped by [] differently qualified recommendations and has to go into a massive semantic exercise to find out what to do.

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MR. REYNOLDS: I can't see that it would change the procedures we have set up to send out a Notice saying that the Career Council reviewed this and felt it was better to rephrase this particular paragraph, as follows. I can't see any objection to that.

25X1A9A MR. [] The idea being that we eliminate qualified applications.

25X1A9A

MR. AMORY: I think you really need [] point. He says he is not quite ready to make a decision yet, and yet doesn't want to make an adverse recommendation.

25X1A9A MR. KIRKPATRICK: Then that is deferred action.

MR. [] Even in stating that you recommend a man for acceptance into the Career Staff there is nothing that states you can't put a slight qualification on it if you want to.

25X1A9A MR. [] B and C require supporting data from the offices that are recommending B and C cases. If it is qualified we would, therefore, receive from them their reason for its being qualified, and the Panels of Examiners would review that.

MR. WHITE: Could you help me a little bit on what you would get in the way of a qualified recommendation? What went through my mind here, say I have a person here that I am not 100% sure about, there are some pro's and some con's, but on balancing them I have to end up by saying this person should be accepted or not accepted. It's difficult for me to see just what other qualification you put on it.

25X1A9A [] You don't consider him qualified at this time and you want to defer action for six months hence or a year hence - that is really all we want.

MR. AMORY: If that is all that is meant, then this is a better way of stating it.

25X1A9A [] Now, you're white or black or you're not ready yet to be considered.

MR. REYNOLDS: I think the change is sound, and unless there is some objection on the part of the Council we will follow the procedure I outlined a moment ago, namely, we will send out a short Notice saying that the following wording has been changed by direction of the Career Council.

25X1A9A MR. [] Do you think the Selection Board should be reconvened

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to consider the changes recommended here?

MR. REYNOLDS: No, I do not, because this is a superior board, and a lot of us here are on the other board, too.

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[redacted] We who were on the Board all know what [redacted] meant.

25X1A9A

MR. REYNOLDS: And we will personally tell Gordon why the changes were made, without reconvening the Selection Board. That Board had to be broken in, because some of them had not been in this Council and some had. It was quite difficult to handle.

I would like to report to the Council that I have signed all of the letters and answered all of the questions that were positive and where the name of the person was on the question. We have answered other questions in bulk, to people who had asked a question which fitted in with others. The only unanswered ones are in the "screwball" class, of which there were a great many. But a total of around 270 letters [sic] I think I've sent out.

MR. AMORY: Wise guys?

MR. REYNOLDS: They didn't make any sense. There were some of the queerest questions in the world.

MR. AMORY: You should have referred them to Dr. [redacted]

25X1A9A

MR. REYNOLDS: And there were a lot of anonymous ones.

25X1A9A

Now, while we're waiting for Dick could we take action on [redacted] who the Committee approved?

25X1A9A

MR. AMORY: I would like to recommend so doing by saying I, frankly, raised a bit of hob with my administrative officer for letting it [redacted] nomination] get through my Office. As fine a guy as he may be, his very junior age and very junior rank in the Reserve would be definitely resented down at Norfolk, which is for senior Colonels. It's generally a four-striper school and considered a very great feather in the hat for four-strippers. And I think they should be very careful in that selection.

MR. REYNOLDS: Do I hear a motion that we approve the selection of Mr. [redacted] for the Armed Forces Staff College?

25X1A9A

MR. WHITE: Hear!

MR. REYNOLDS: Moved and seconded. Those in favor say "aye". Contrary minded? Motion carried.

Do you think Dick is coming in pretty soon?

MR. [redacted] I think so. Do you want to kick this criteria around?

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MR. REYNOLDS: Let's kick the criteria around a little bit before he gets here.

MR. [] I'll go see if I can get him.

. . . Mr. [] left the meeting . . .

MR. WHITE: I'm not so sure on some of this history. My preference would be to act on the selection and then discuss the criteria. I think the developments in the Panel along those lines illustrate the desirability of maybe acting on this.

MR. REYNOLDS: The criteria is of less importance now than anything else - the criteria for selection to the Harvard school. The only thing we have to discuss on the agenda here, that is of real importance, is whether [] should be selected to go to the Advanced Management Course.

A very interesting thing came up when we got into the informal discussion of the criteria, because we had [] there and he told us exactly what the course was like, which a lot of people hadn't heard before, and its effect upon the man from CIA. As I got it in my own mind, it was that it broadened his knowledge of business practices and he met a lot of people and he came back completely rejuvenated as far as his feeling about the business world was concerned. It had no bearing upon our work at all except insofar as certain personnel and management practices were concerned.

MR. AMORY: For the outside cover situation I thought Larry Houston was an excellent choice.

MR. REYNOLDS: And it is primarily a course for the senior executive of this Agency if he can spare the time to go. That was the meat of what he said.

. . . Mr. [] rejoined the meeting . . .

MR. [] Dick is not going to be able to make it.

MR. [] I believe we must discuss the criteria before discussing the individuals, as a basis for future discussions. Something seems to have gone wrong in the announcement of this course, because many people involved appear not to have received the announcement discussing the criteria as from within CIA. This paper was circulated on the 9th of September describing the course and inviting applications, and I have a feeling

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that most people have not seen it, although each addressee, according to our worksheet, was to receive 20 copies. We had 160 copies made, including 20 to each addressee and one to each Training Liaison Officer, but, as of the time that the Panel met, it appeared that many people applying for it had not seen the application, and many of their supervisors had not seen it.

Beyond that, we have always had available for any interested party to read, Harvard's own description of the course and of the criteria for selection. Bob could do this much better than I, but, at any rate, I will read briefly from the description of the course itself. [Reading]

"The formal study program is divided about equally among the following subjects: (1) business policy; (2) administrative practices; (3) business and the American society; (4) cost and financial administration; (5) market development and sales policies; (6) problems in labor relations."

It is clearly designed for quite high executives. One comment that was made, in discussing these particular candidates, was that their roommates would probably be vice presidents from General Electric. I see that the distribution of students in the last course was as follows: 162 students of whom 148 were business executives, 2 were government employees, and 12 were service men. So there is a real question how any but the very top management of this organization could profit from that kind of course, taking into account, also, its considerable expense. It costs about \$2100, when you add in the \$1000 tuition and various fees, and the per diem. That would cast doubt on the applicability of this course for any but the very top people, as far as I can see it, and certainly as far as our people in Training, who have been responsible for developing applications for this course, also see it.

MR. AMORY: I have one comment on it. I tend to agree with everything you say except there is a future aspect of the thing. A man from one of the big oil companies told me they like to get a fellow who is in one, narrow, specialized field but who is so good that some day he is going to be a vice president or president of the company, and break him away from the narrow, technical into the broad strategy. Therefore, I would just say that either a guy who is or whom you have in your Executive Inventory tabbed as the next DAD or Chief of a large Division or of a Staff, or something like that, but not a guy who is just promising as a Branch Chief. Now you might

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25X1A9A say why did I put up []? Well, [] job I have typed as a GS-16
 25X1A9A job. [] 25X1

in other words, he speaks for the Agency all around town in his specialty.

25X1A9A That is fairly minimum. I sort of balanced on that. [] on the other

25X1A9A hand, who was the first one to go up there, presented, in a sense, a different
 case, but I think [] is a very possible future DD/I. He got it much
 earlier than he should have had it. He was the first guy we sent up there.

I knew he would make a good impression.

25X1A9A MR. [] This is the basis on which we selected []
 actually. 25X1A9A

MR. WHITE: I don't disagree with Hugh's statement that this should
 be for senior people, but I think we are shortsighted in some ways on this
 thing if we say, as I understand the informal discussion said, that this
 criteria would limit this only to Deputy Directors, Assistant Deputy Directors,
 Assistant Directors, and their Deputies. I think we have to look a little
 further ahead than just the day after tomorrow. I mean, this is a course to
 which only three people a year, or something like that, can go. I think the
 people we have sent to the course and who are there now, at least from my
 side of the house - Larry Houston and [] who certainly have been 25X1A9A
 as deeply involved in proprietary and subsidiary things as anybody I can
 think of - I think our people have been pretty well selected. And the mere
 fact they are not a Deputy Director or Assistant Director today - well, I think
 we're just shortsighted if we only think of that fellow today. We should be
 looking ahead five years. I don't think we should exclude junior people
 who have demonstrated potential.

From my side of the house, I'd like to go to this course myself,
 and I'd like to see [] go, and I'd like to send Ed Saunders, 25X1A9A
 but I can't spare those people for this course at the moment, and that is
 going to be the situation as you go along. There is always the question of
 availability. I feel very strongly that you shouldn't just say that only
 people in these positions today can be considered, but you should look below
 that level for people who may be occupying senior positions later on.

25X1A9A MR. [] I think that is more important.

MR. WHITE: I've talked to the people who have been there from my
 side of the house about what they got out of it, their contacts, new

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perspectives, and a shot in the arm, and what not; but everyone has come back most enthusiastic either about what they got out of the course or what this course did mean and could mean to a supervisor who had across-the-board implications in this Agency.

Now I also feel, and this is not the appropriate time to boost my candidate, I guess, but I do feel that he meets these criteria, and I don't believe we have behaved badly in the selection of our people to go there so far. I think we have done pretty well.

25X1A9A MR. [] Could I make a little comment on that? We have selected a number of people who were not accepted by Harvard. The people who actually went apparently acquitted themselves well and got a good deal out of it, and it was worth doing from the Agency's point of view. But a number of people have also been approved by this Council or its predecessor who were not accepted by Harvard.

MR. AMORY: But always our No. 1 guy was accepted. They say "no quota". In other words, if we put up two world beaters they might chop a guy off and give one to United Aircraft, for example.

MR. WHITE: I don't think the Council has ever been told that anybody nominated by the Council was not acceptable to Harvard. I didn't realize Harvard had ever rebuffed us.

MR. AMORY: They always accepted one out of a list of two or three.

MR. WHITE: And they probably wouldn't do any better than that no matter how many we put up.

MR. AMORY: If the school remains as small as it is. If the rest of the government ever got smart and got into this thing we probably wouldn't get a look-in. If they started sending Deputy Assistant Secretaries of the Treasury, they would be more interested in having them there than they would in having our people.

25X1A9A MR. [] I think we're fortunate in having one guy there.

MR. REYNOLDS: Now, would the two proponents of these candidates state their case so we can make the selection.

25X1A9A MR. []: May I speak for Mr. Helms? In the first place, he asked me to give you his most humble apologies for not being able to be here. The only reason that he asked for this meeting was that he felt that this particular course is a matter of sufficient importance to the Director

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so that he thinks the selection should always be made by the Career Council in a formal session rather than more or less informally. That is the feeling about the procedure that he has about it.

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Insofar as our candidate, [] is concerned, of course, we wouldn't have recommended him if we hadn't felt that he would both be a good representative for the Agency at this course and that he is one of our young men who is really going to forge ahead in the not too distant future. He does have a large amount of responsibilities and a very responsible job. Insofar as insisting that he must be the candidate, that is the furthestest thing from our minds. We also feel that Red's candidate, [], is highly qualified to go to this course, and we will be happily guided by the decision of this group as to who should go.

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25X1A9A

MR. WHITE: Well, insofar as [] is concerned, I presume you have all looked at the brief sketch of his education, experience, and so forth. He has been in the Agency a long time and has progressively gone up the ladder to more responsible positions. He has been out in the Far East as the Security Officer, which is a very responsible position, for two years now.

25X1A9A

MR. []: And did very well.

MR. WHITE: And all reports from everybody, including Admiral [] (7-13) is that he has done a bang-up job out there. He is being returned sometime soon to be assigned in the Security Office. According to their organization they have a Director and Deputy Director, and then two other people who are on the same level - I don't know what they're going to be called yet, but below the Deputy Director it's the first level, and he will be assigned as one of those Special Assistants, or whatever they will be called, but it will be the third senior position in the Security Office. It will be a super-grade position. He has already been recommended for promotion to the super-grade but cannot be nominated within the DD/A ceiling. He is a very competent man and he is a hard-working man. He has given the Agency a lot of outstanding performance. I feel he has a bright future. And in his position in the Security Office not only is his influence and performance felt in the Security Office but it is also felt throughout the whole Agency. I think he is not only well qualified but we could well afford to give a man who is going to be in this position where it means a lot not only to the Office but to

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the entire Agency, the benefit of this course.

MR. AMORY: Excuse me, a question of fact: Will he be the senior guy under Sheff Edwards?

25X1A9A MR. WHITE: There will be two levels. There will be two Deputies, let's say. I mean, [] is the Deputy like General Cabell, Amory and White. He will be on that same level with respect to Sheff Edwards that you are with respect to Mr. Dulles.

MR. AMORY: And how many others are there?

25X1A9A MR. WHITE: Just one other. There will be two.

25X1A9A MR. [] I would like to add a word or two in connection with Mr. [] We feel, also, that he contributes materially to the benefit of the Agency. There is a great sense of responsibility there. We think it is entirely possible that with what he has displayed so far and with his experience in his given field, that he is the kind of boy that would very well emerge some day as an Assistant Director for Collection and Dissemination.

And, Kirk, would it be improper or unfair for me to ask you to comment on this, in view of your knowledge of him?

25X1A9A MR. KIRKPATRICK: Are you infringing on my strict neutrality? I know both of these men very well. I think Ted missed a couple of points on [] people working for him. He has done a couple of things, I think on his own initiative, which I think you should be aware of. He went up to New York Life and Prudential Life and made thorough surveys of their filing systems which are pertinent to RI, seeing that its filing job is probably as complex as you will find in either industry or government. He has a labor problem there. I don't know how much the Advanced Management Course would touch on keeping people in jobs where the jobs are dull, but he has a hell of a problem in turn-over of personnel in RI, and I don't know how you do it to keep them in there, but that has always been a problem.

25X1A9A MR. [] He does extraordinarily well.

MR. AMORY: Do you have music?

MR. KIRKPATRICK: No, but that's not such a silly suggestion.

But I recommended to him that he set up a series of after-hours courses on broadening people into a better appreciation of the importance of RI and a better appreciation of the future of intelligence, assuming there is a certain proportion he is going to lose anyway.

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25X1A9A MR. [] He is sending a great many more people to Training for that kind of course.

25X1A9A MR. KIRKPATRICK: In order to preserve my neutrality I think I should state that [] on the other hand, is a very able officer - very mature. He has done well in all the assignments that I know he has been in, and I would think he would make a very good impression at Harvard.

25X1A9A MR. [] I think we have two good candidates.

MR. REYNOLDS: Would it be in order, Hugh, to propose both of them and let Harvard select the one they think best?

25X1A9A MR. [] They would probably take the one named first.

I would like to discuss the criteria in general. With the emphasis in this course on business rather than management--

MR. KIRKPATRICK: There are three that directly affect us. Three of them we have some definite interest in, and I am assuming they are talking about labor management here in its broadest context.

25X1A9A MR. [] Basically, however, I think you go very few places in this Agency where you find a specific, detailed need for each of these specific things. Isn't our basic purpose here to give a man a chance to get some of the basic principles of how it would be to be a broad, senior executive?

25X1A9A MR. [] But I think there are elements which would serve that purpose better than the Advanced Management Course, which concentrate on those problems. I would say four of these have nothing to do with us. Business and the American Society - that wouldn't fit either of these, really; Cost and Financial Administration - that might or might not; Market Development and Sales Policies - definitely not; Problems in Labor Relations - yes, but then, of course, that kind of thing is gone into in management courses.

25X1A9A MR. REYNOLDS: [] made the statement that the financial part of it had no bearing, that he could see, and that the labor part had no bearing because it was a discussion of labor relationships with labor unions; but that the first three were of definite value to him as a member of CIA - business policy and the social part of it. That is what he told us at the committee meeting.

MR. KIRKPATRICK: Seeing that we are mixing up criteria and personalities here, I would be loathe to see us lay down, as criteria, that individuals had to come from the Deputy Assistant Director level or above,

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for two reasons: in the first place, I think that restricts us too much; in the second place, the Agency is such a heterogeneous mess that you have divisions and staffs in the DD/P area that are bigger than most of the offices outside of the DD/P area. So your titles don't mean anything. I think it has to be on an individual basis. I think it would be a very fine idea if we could get all of our ADD's and up, here, because I would say that 50 percent of the value of this course is in letting top business see that CIA spooks don't wear horns. To my mind that is worth \$2100 at any time.

25X1A9A

MR. [] The people we have sent to the Service colleges have had that affect.

MR. KIRKPATRICK: Your Contact Division Chiefs would be top candidates for this.

MR. WHITE: Top Division Chiefs would benefit greatly from this.

MR. AMORY: It isn't what you learn it's the how, in this kind of thing.

Do I get it right, Hugh, that you are really arguing negatively to both of these guys?

25X1A9A

MR. [] Yes.

MR. AMORY: In other words, you agree that we horse race between the two?

MR. KIRKPATRICK: I confused your statement to mean that this wasn't widely enough advertised and it should be re-solicited. The thing that is depressing about this, Hugh, is that we went through this same thing last year.

25X1A9A

MR. [] The worst part is that the Harvard statement was not sufficiently read.

MR. KIRKPATRICK: Harry, why doesn't the Career Council of '55 sit down about six months before these nominations come up and pick some names?

MR. WHITE: And select people we want to select.

MR. AMORY: I have always wanted to do that. I believe that many of these things should not be advertised, because you create a lot of hopes then.

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. . . Off the record . . .

MR. [] We don't permit anybody to apply for this.

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MR. []: The effect of the mal-distribution of that

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announcement was that not enough people read the Harvard catalog which we had available. I would say, further, on this that the reason I do not consider it a good idea to send either one of these men is that we should not have the criteria of present occupants of these jobs of DD/A and higher, but certainly should have the criteria of expected occupancy at a fairly early date. Bob mentioned that he believed [] went too early for his own best development. It seems to me that in the DD/P, as a first look, your criterion would be: Is this man likely to become either the DD/P or the Chief of Operations, or the Chief of Administration. Now, you might broaden beyond that, but, at any rate, that is the first look you would give.

MR. [] Let's say a Division or Senior Staff Chief.

MR. [] I would look at this later, because their problems have so little to do with the business problems discussed here.

. . . Off the record . . .

MR. REYNOLDS: Are you ready for the question on these two? I don't know quite how to present it.

MR. AMORY: I move that [] go up there.

MR. [] I can't. I really can't.

MR. AMORY: I move we make it a monopoly of the Career Council and draw lots.

MR. REYNOLDS: Well, as I said the other day at our informal meeting, there is one man I would like to have go that I think would do the Agency a lot of good, and that's my own Deputy.

MR. AMORY [indicating Mr. White]: I feel very strongly that you ought to go as soon as [] is broken in, because your military background is an ideal complement.

MR. WHITE: I'd like very much to go. I don't feel, however, that I could possibly ask the Director to go at this session. I don't know about the other sessions - because there are some other places I have to go.

MR. REYNOLDS: Hugh, would it be bad tactics on our part, in your opinion, not to send anybody this time?

MR. KIRKPATRICK: It would be bad tactics, in my opinion, not to send anybody because they might get out of the habit.

MR. REYNOLDS: I think it would, too, although Matt brought up

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the point that you might be able to ask for two next time, if we didn't send anybody this time. But I think we might lose our slot if we didn't send anybody.

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MR. AMORY: How many people will [] have under him?

MR. WHITE: The Security Office has about [] people.

25X9A2

25X1A9A

MR. AMORY: I am trying to get that in relation to []. I have to say, in all fairness, that Gene is a grade above him. There are other guys, like [] who are a little closer to it on the notch.

25X1A9A

MR. WHITE: You shouldn't put that, frankly, very high on the totem pole, because I can bring in my Chief of Reproduction, for instance, who would hardly be considered for this. I think you should consider the responsibility of the position, and the number of people under him as one factor, but it depends on the grades of those people and what the job calls for.

25X1A9A

MR. [] I think both of these represent very responsible positions.

25X1A9A

MR. [] But it's the business responsibility that we have to look for first. [] could buy and sell lots of companies with his budget but his business responsibility for that - his initiative in handling large sums of money from a business point of view, not from a professional, intelligence point of view, is quite restricted.

25X1A9A

MR. [] Then you get down to the Comptroller's Office and you've had it.

MR. KIRKPATRICK: Your arguments aren't pertinent. You say there are other courses which are better for some of our people, but the question before the house is, do we want to send somebody to the Advanced Management Course or don't we? I think the answer is almost a unanimous "yes"; therefore, it becomes, to my mind, a question of who we want to send.

MR. REYNOLDS: I think it comes down to that, and I think we should vote or state whether we prefer []

25X1A9A

MR. KIRKPATRICK: [] or pick somebody else.

25X1A9A

MR. WHITE: It's too late now to get the stuff all in on somebody else.

25X1A9A

MR. [] We haven't sent the selections to Harvard yet.

MR. REYNOLDS: They have to be in by the 1st of December.

25X1A9A

Are we prepared to say we prefer to send [] in view of the

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25X1A9A fact that he is one grade above [] and has been with the Agency longer?
Is that a factor?

25X1A9A MR. AMORY: Being one of the few apparent neutrals here I'd say it
25X1A9A just notches him for me - age and grade and other things. There's no reason
25X1A9A why [] shouldn't have a crack at it in the next 3 or 4 years, whereas
25X1A9A to pass up [] now gives him a little less of a chance. With great re-
25X1A9A luctance I would be inclined to submit both names, with [] marked as the
25X1A9A first choice.

MR. [] I would certainly accept that.

25X1A9A MR. KIRKPATRICK: I would recommend that we send [] as the 25X1A9A
25X1A9A No. 1 man and [] as No. 2, unless somebody comes in with a better nomina-
tion by whenever you send in the nominees.

MR. REYNOLDS: Then is it the pleasure of this Council, and do they
so vote, that we send both names in, with [] named as No. 1 and [] 25X1A9A
as No. 2? Those in favor will please say "aye". Motion carried. 25X1A9A

MR. KIRKPATRICK: I'd like to make another motion, and that is to
put in a specific motion form the suggestion that by next March this Council
set out to determine the names of the individuals that we want to send to
the senior Service schools and this course for the next year.

MR. REYNOLDS: You have heard the motion, gentlemen.

MR. AMORY: For the National War College you have to start fish-
ing and cutting bait earlier.

MR. KIRKPATRICK: All right, then, by February, as career planning.

MR. REYNOLDS: The motion before this Council is that on or about
the 15th of February it will meet and select candidates for the various
colleges and senior staff courses. Those in favor please say "aye". Contrary
minded? Motion carried.

25X1A9A [] For the Armed Forces Staff College the
Services have made arrangements for people to get quarters down there six
months before they nominated anybody, but I found out there will be no
quarters for our candidate - 6 months before each course at the Armed Forces
Staff College, - I mean quarters right on the Station. A good part of that
course is the social life on the post.

MR. AMORY: I'm going down there Monday. I'll talk to him about
that. They are very anxious for us to send more people down there.

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MR. REYNOLDS: The other matter I have would take too long today, so I may call another meeting after Thanksgiving to go over this thing when I get it a little more formalized. It concerns the whole Agency and I want to bring it before this Council as the advisory and policy body for sound personnel management within the Agency.

25X1A9A

MR. I know you have closed this item of business but to clarify my own thinking so that I will know what we should do, may I ask you again to look at Tab B, page 4, so that I am clear as to the changes the Council recommends. Type A would be recommendation for acceptance into the Career Staff?

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25X1A9A

"Recommended for . . ."

MR. Type B would recommend that action be deferred, and the reasons therefor; and Type C would recommend that acceptance be denied, and the reasons therefor.

Now, may I refer you to the bottom of the page where the type of review is gone into? This would nullify, then, the review as we now have it for Type B, which calls for Medical, Security, Training and Personnel review, would it not, because they are going to recommend that action be deferred. There wouldn't be any necessity for a review until some recommendation was forthcoming.

25X1A9A

25X1A9A

MR. So that would be changed to be Type C only, and B would be left off?

MR. REYNOLDS: That is right.

. . . The meeting adjourned at 12:00 o'clock noon . . .

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